



# Department of Defense INSTRUCTION

February 20, 1986  
NUMBER 1100.19

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ASD (FM&P)

SUBJECT : Wartime Manpower Mobilization Planning Policies and Procedures

References: (a) DoD Instruction 1100.19, "Wartime Manpower Planning Policies and Procedures," August 3, 1982 (hereby canceled)  
(b) DoD Directive 1100.18, "Wartime Manpower Mobilization Planning, " January 31, 1986  
(c) DoD 1100.19-H, "Wartime Manpower Program Guidance, " August 1982, authorized by DoD Instruction 1100.19, August 3, 1982  
(d) DoD 11 00.19-M, "Wartime Manpower Planning System ADP System Users Manual, " June 1983, authorized by DoD Instruction 1100.19, August 3, 1982  
(e) through (n), see enclosure 1

## A. REISSUANCE AND PURPOSE

This Instruction reissues reference (a) to:

1. Update DoD policy and procedures regarding wartime manpower mobilization planning.
2. Prescribe procedures, terminology, and criteria for computing and portraying projected wartime manpower demand and supply under reference (b) .
3. Establish the Wartime Manpower Mobilization Planning System (WARMAPS) as the authority for DoD time-phased wartime manpower mobilization planning and program data.
4. Authorize the development, publication, and maintenance of DoD 1100.19-H, "Wartime Manpower Program Guidance" (reference (c) ) , and DoD 1100.19-M, "Wartime Manpower Planning System ADP System Users Manual" (reference (d) ) , consistent with DoD 5025.1-M (reference (e)) .

## B. APPLICABILITY AND SCOPE

1. This Instruction applies to the Office of the Secretary of Defense (OSD) , the Military Departments, the Organization of the Joint Chiefs of Staff (OJCS) , and the Defense Agencies (hereafter referred to collectively as "DoD Components" ) , and the Coast Guard, when planning to meet its responsibilities as an operating arm of the Department of the Navy. The term "Military Services," as used herein, refers to the Army, Navy, Air Force, Marine Corps, and Coast Guard.

2. It covers all military and civilian manpower associated with DoD functions , and applies to all wartime manpower demand and supply computations performed by DoD Components in support of manpower mobilization planning and programming.

c. DEFINITIONS

The terms used in this Instruction are defined in enclosure 2.

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D. POLICY

1. It is DoD policy to establish procedures and criteria for computing and managing projected wartime military and civilian manpower demand and supply.

2. Consistent with this policy, WARMAPS data shall support DoD Component manpower mobilization plans, program objective memoranda (POM), budget estimates and justifications, congressional reports and testimony, and responses to congressional and other inquiries.

3. WARMAPS data shall be prepared in accordance with the policies, procedures, guidance, and assumptions contained in DoD Directive 1100.18, DoD 1100.19-H (references (b) and (c)) and this Instruction.

E. PROCEDURES

Procedures regarding the mobilization manpower planning process as well as guidance and assumption for the computation of mobilization manpower demand and supply are provided at enclosures 3, 4, and 5.

F. RESPONSIBILITIES

1. The Assistant Secretary of Defense (Force Management and Personnel) (ASD(FM&P)) shall:

a. Provide overall policy guidance regarding the computation of wartime military and civilian manpower demand and supply. Policy guidance for the computation of Reserve component manpower supply data shall be developed in coordination with the Assistant Secretary of Defense (Reserve Affairs) (ASD(RA)) .

b. Direct, administer, and periodically update the DoD WARMAPS data base, and authorize WARMAPS updates during periods of rising tension or major mobilization planning exercises.

c. In cooperation with the Director, Defense Manpower Data Center, assist DoD Component heads in identifying civilian employees who are active duty retired military members.

d. Authorize exemptions to the provisions of this Instruction and reference (c) upon request from heads of DoD Components.

2. The Assistant Secretary of Defense (Reserve Affairs) (ASD(RA)) shall:

a. Provide information on Reserve component manpower supply to the ASD(FM&P) as required to provide policy guidance to the Services for computation of WARMAPS data.

b. In cooperation with the Director, Defense Manpower Data Center, assist DoD Component heads in identifying civilian employees who are members of the reserve components or are reserve retirees.

3. The Deputy Assistant Secretary of Defense (Mobilization Planning and Requirements) (DASD(MP&R)) shall:

a. Issue specific WARMAPS planning assumptions and military manpower data reporting instructions before each POM update and at other times, as required.

b. Issue specific WARMAPS planning assumptions and civilian manpower data reporting instructions before each biennial Federal Mobilization Exercise (MOBEX) update and at other times, as required.

c. Produce wartime manpower demand and supply reports as specified in DoD 1100.19-H (reference (c)).

d. Arrange for DoD Components to have direct, automated access to the DoD WWS data base upon request.

e. Develop, publish, review periodically, and maintain DoD 1100.19-H and DoD 1100.19-M, consistent with DoD Directive 1100.18 and DoD 5025.1-M (references (c), (d), (b), and (e)).

4. The Secretaries of the Military Departments shall:

a. Establish and maintain internal manpower mobilization planning information systems compatible with WARMAPS, as specified in references (b) and (c), to be used in developing and evaluating time-phased manpower mobilization plans.

--- b. Review and, as necessary, revise wartime manpower demand and supply plans and submit WARMAPS military and civilian manpower data to the ASD(FM&P) under the provisions of references (b) and (e), this Instruction and specific data call instructions from the DASD(MP&R).

c. Designate a military officer in the grade of O-7 or above, or a civilian member of the Senior Executive Service, as the Military Service official responsible for WARMAPS data and related actions. Advise the ASD(FM&P) of the name and telephone number of this official.

(1) The Military Service WARMAPS official shall ensure that WARMAPS data submitted to the ASD(FM&P):

(a) Conform to the provisions of this Instruction and references (b) and (e).

(b) Reflect the latest Defense Guidance (DG) (reference (f)) and any specific guidance issued by the DASD(MP&R).

(c) Reflect official Military Service programs and manpower mobilization plans.

(2) The Military Service WARMAPS official may recommend changes to WARMAPS regulations.

5. The Directors of Defense Agencies and joint activities responsive to or through the Joint Chiefs of Staff shall submit their wartime military manpower demands to the Director of the Joint Staff in the Joint Mobilization Augmentation Section of the Joint Manpower Program.

6. The Directors, Defense Agencies; the Director, Joint Staff; and the Deputy Assistant Secretary of Defense (Administration) (DASD(A)) shall:

a. Communicate timely wartime military manpower demand data, as appropriate, to the Secretaries of the Military Departments for inclusion in the latest Military Service WARMAPS update.

b. Submit timely wartime civilian manpower demand and supply data to the ASD(FM&P) for inclusion in the latest WARMAPS update, as required.

G. INFORMATION REQUIREMENTS

1. Military Manpower

a. The Military Services shall prepare WARMAPS military manpower data in conjunction with the annual POM submission and submit the data shortly thereafter. The suspense date for the WARMAPS/POM submission shall be determined by the planning, programming, and budgeting system (PPBS) calendar, which is revised annually.

b. This information requirement has been assigned Report Control Symbol DD-M(A) 1565.

2. Civilian Manpower

a. The Military Services, OSD, OJCS, and the Defense Agencies shall prepare and submit WARMAPS civilian manpower data in conjunction with a periodic assessment of the status of manpower mobilization planning. This periodic assessment shall normally be conducted before, and in conjunction with, the biennial Federal mobilization exercise.

b. This information requirement has been assigned Report Control Symbol DD-M(BI) 1601.

3. The following applies to WARMAPS information requirements:

a. The force structure data shall conform to the provisions of DoD Directive 5000.11 (reference (g)) and any specific guidance provided by the DASD(MP&R).

b. Peacetime strength data shall be consistent with data submitted for the relevant Five-Year Defense Program (FYDP) update.

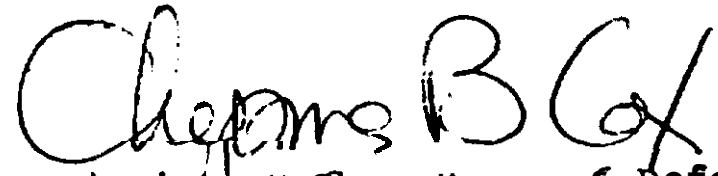
c. Selective Service deliveries to the Military Services shall be in accordance with reference (g) and specific guidance provided by the DASD(MP&R).

d. To provide a consistent, verifiable base point for manpower supply data projections, it shall be assumed that M-Day or the day on which a deployment (contingency) operation commences or is to commence occurs on September 30.

e. Formats and instructions contained in DoD 5025. I-M (reference (e)) shall be used for WARMAPS reporting. Standard data elements and codes accord with DoD Directive 5000.11 (reference (g)).

H. EFFECTIVE DATE AND IMPLEMENTATION

This Instruction is effective immediately. Forward two copies of implementing documents to the Assistant Secretary of Defense (Force Management and Personnel) within 120 days.

  
Assistant Secretary of Defense  
(Force Management and Personnel)

Enclosures - 5

1. References
2. Definitions
3. The Mobilization Planning Process
4. Mobilization Manpower Planning Guidance
5. Mobilization ManDower Planning Assumptions

REFERENCES, continued

- (e) DoD 5025.1-M, "DoD Directives System Procedures," April 1981, authorized by DoD Directive 5025.1, October 16, 1980
- (f) "Defense Guidance," published annually by USD(P)
- (g) DoD Directive 5000.11, "Data Elements and Data Codes Standardization Program," December 7, 1964
- (h) JCS PUB 1, "DoD Dictionary of Military and Associated Terms," April 1, 1984
- (i) JCS PUB 21, "Mobilization Planning," May 2, 1983
- (j) "DoD Master Mobilization Plan (PIMP)," published periodically by ASD(FM&P)
- (k) Office of the Secretary of Defense (Manpower, Reserve Affairs, and Logistics) Report, "DoD Wartime Medical Posture Study," March 1980
- (l) DoD Directive 1404.10, "Retention of Emergency-Essential (E-E) DoD Civilian Employees Overseas," May 31, 1985
- (m) DoD Directive 3005.6, "Civilian Work Force Mobilization Planning and Management," March 12, 1984
- (n) DoD- Directive 1100.6, "National Defense Executive Reserve," December 7, 1983

## DEFINITIONS\*

1. Delayed Entry Program (DEP). A program under which an individual may enlist in a reserve component of a Military Service and specify a future reporting date for entry on active duty in the active component that would coincide with availability of training spaces and with personal plans such as high school graduation. Upon entry on active duty, the reserve enlistment is terminated and replaced by a regular enlistment contract.
2. Five-Year Defense Program (FYDP). The official data base or report that summarizes the resources provided for the approved programs of the Department of Defense. The FYDP identifies funding for each appropriation, manpower authorization and program, and selected types of unit or equipment authorizations by resource management packages called program elements (PE).
3. Holdee (PE 887210). Active duty military personnel dropped from the assigned strength of an operational unit and attached to a holding activity by reason of a-medical, disciplinary, or pre-separation nonavailability.
4. Inactive National Guard (ING). A member of the Ready Reserve who is in an inactive status and assigned to a National Guard unit for mobilization.
5. Individual Mobilization Augmentee (IMA). A trained member of the Selected Reserve who is not assigned to a reserve component unit but is preassigned to a specific M-Day position in an active component unit or in a government agency such as the Federal Emergency Management Agency (FEMA).
6. Joint Mobilization Augmentation (JMA). That part of a Joint Manpower Program that identifies position changes that enable an activity to perform its mission in time of mobilization. The required position information and identification is the same as that required for the joint table of distribution, with the exception of mobilization periods.
7. Manpower Demand. The number and kind of people who can be used productively on "tasks that further the war effort at anytime during the course of a postulated conflict, considering the constraints imposed by projected lift capacity and the projected inventory of equipment, munitions, and spares.
8. Military Functions. Those functions of the Department of Defense and its Components that are carried out to (a) prepare forces and establish reserves of equipment and supplies for the effective prosecution of war, and to plan for the expansion of peacetime components to meet the needs of war; (b) develop, maintain, and provide bases and installations with administrative and logistic support; and (c) assist in training and equipping the military forces of foreign nations.
9. Peacetime Strength. The authorized and programmed strength at the end of the fiscal year for active forces, the Selected Reserve (to include drilling reservists , military technicians, and active Guard and Reserve), and appropriated-fund civilian employees in the FYDP.

\*For terms in this Instruction not defined in this enclosure, see JCS PUB 1 and JCS PUB 21 (references (h) and (i)).

10. Student (Resource Identification Codes (RIC) 0041-0044, 0131-0134 and 0140, 0141 and 0142. Active duty military personnel attending noninitial entry schools of 20 weeks or longer duration as a permanent change of station (PCS) duty assignment or in a temporary duty status while on PCS orders.  
.. Cadets and midshipmen are accounted for as enlisted students.

11. Trainee. A Military Service member with no prior service who requires initial entry training before being assigned to an operational unit, or a member with prior service who requires refresher training in the training base before being assigned to an operational unit.

12. Unmanned Unit. A unit having a mobilization schedule and for which equipment stocks do not exist and are not programmed but could be made available under emergency conditions. No manpower is programmed or authorized for these units during peacetime.



## THE MOBILIZATION MANPOWER PLANNING PROCESS

### A. PURPOSE

This enclosure provides an overview of the mobilization manpower planning process and a conceptual description of the specific considerations in manpower mobilization planning computations.

### B. GENERAL

1. Joint strategic military planning establishes requirements for the military forces. The strategic planning process begins by assessing various military threats to national security and establishing the military force requirement to neutralize or overcome them. The Secretary of Defense announces strategic concepts and objectives and provides planning guidance to the Military Services and to the commanders of theaters and Unified and Specified Commands in DG (reference (f)).

2. The DG is refined with additional planning guidance and resource allocations issued by the Joint Chiefs of Staff within the framework of the Joint Strategic Planning System (JSPS). The Joint Strategic Capabilities Plan (JSCP) provides strategic guidance, contingency tasking, and force listings for theater commanders. Using JSCP guidance, the theater commanders prepare operation plans (OPLAN), some of which are supported by a time-phased force deployment data (TPFDD) file. The TPFDD is the time-phased listing of units, materiel, and transportation made available to support the OPLAN.

3. Mobilization planning is conducted in consonance with operation planning. JCS PUB 21 (reference (i)) provides guidelines.

### C. POLICY

1. Mobilization is the process of assembling, organizing, and using manpower and material resources in preparation for war or other emergency: The mobilization process can help deter war as well as enhance war-fighting capability. Thus, mobilization planning must provide a range of phased, incremental improvements in force readiness, deployment capability, and sustainability to be made before or during a conflict of any size.

2. The DoD Master Mobilization Plan (MMP) (reference (j)) prescribes mobilization policies, authorities, and responsibilities within the Department of Defense.

### D. PLANNING CONCEPT

1. At the first level of mobilization planning, the DoD MMP identifies mobilization responsibilities and describes the tasks to be performed both in preparation for a crisis during peacetime and in the conduct of a crisis action or operation during mobilization. It also establishes the responsibilities and processes for decision-making.

2. At the second level of mobilization planning, OSD staff elements and Defense Agencies prepare plans for tasks that together comprise a mobilization

responsibility. The Joint Staff and the Military Departments develop their own mobilization planning systems consistent with and in support of their assigned responsibilities and missions. WARMAPS is one such system.

## E. MILITARY MANPOWER

### 1. General

Under the DoD total force policy, many military functions not required during peacetime are assigned to the reserve components. The execution of many contingency operations shall require the mobilization of all or part of the reserve components to bring the force structure to the levels required for particular conflict. Further, active and activated reserve units may require augmentation by nonunit reservists, recalled retirees, and volunteers as well as by draftees provided by the Selective Service System. In addition, some wartime military functions are performed in peacetime by civilians. Some will remain as emergency-essential (E-E) employees but most will be replaced in theater by active duty military personnel or recalled reservists. The ability to make the transition from peacetime manning levels to wartime manpower demands and to provide filler and replacement personnel over the course of a conflict is critical to its success.

### 2. Military Manpower Demand

a. Before M-Day, the demand for military manpower is represented by the peacetime active military manpower authorization, comprising the force structure allowance and the "individuals" account. The "individuals" account includes trainees, transients, holdees, patients, separates, and students.

b. On M-Day, the demand for military manpower is raised to reflect the activation of additional force structure. The Selected Reserve is mobilized at peacetime strength and becomes part of the active force structure. Early deploying units (active and reserve) are raised to wartime manning levels.

c. Beginning on M-Day, the demand for military manpower in the theater of operation will increase over time, according to the mobilization and conflict scenario.

d. After M-Day, nontheater of operation demand for military manpower increases as units are brought to wartime manning levels, then decreases over time to reflect the deployment of force units from nontheater to theater.

e. Beginning on D-Day, the theater of operation demand for military manpower increases to reflect the demand for combat casualty and nonbattle loss replacements. The relationship between M-Day and D-Day is scenario-dependent.

### 3. Military Manpower Supply

a. On M-Day, the components of trained military manpower supply comprise active force, Selected Reserve, Inactive National Guard, Individual Ready Reserve, active duty retirees, Standby Reserve, and Retired Reserve.

b. After full mobilization, all components of trained military manpower supply are active.

c. After M-Day, volunteers and draftees completing training provide an increased supply of trained military manpower. As the sick and injured recover and return to duty they once more become usable assets.

#### F. CIVILIAN MANPOWER

##### 1. General

The Military Services and Defense Agencies plan for military force buildup, deployment, employment, and sustainment on the assumption that an adequate civilian work force will be available. Any increase in peacetime work level will require increased productivity, increased hours of work, and/or increased numbers of civilian employees.

##### 2. Civilian Manpower Demand

a. On M-Day, the theater of operation demand for civilian manpower is reduced because certain peacetime activities are not required in wartime and some of those that are, are taken over by military manpower. The non-theater demand for civilian manpower increases to support the mobilization activities of the total force.

b. After M-Day, the total demand for civilian manpower increases to support mobilization buildup and the preparation of military forces for deployment and employment and the replacement by civilians in jobs previously filled by military manpower. The nontheater demand for civilian manpower at some bases decreases, however, because fewer civilians are needed to deploy force units from those bases to the theater of operation.

##### 3. Civilian Manpower Supply

a. On M-Day, the only component of civilian manpower supply is the peacetime work force.

b. After M-Day, new hires and conversions of part-time and intermittent employees provide additional civilian manpower to allocate to the mobilization mission.

## MOBILIZATION MANPOWER PLANNING GUIDANCE

### A. MILITARY MANPOWER DEMAND DETERMINATION

#### 1. Force structure manpower demand calculations shall include the following:

a. Reserve component units mobilized on M-Day or, when appropriate, the day on which a deployment or contingency operation commences.

b. Active and reserve component units raised to war-required manning levels in a time-phased, incremental manner, consistent with scheduled deployment or CONUS employment date and projected time-phased work load.

c. Unmanned units activated and raised to war-required manning levels in a time-phased, incremental manner, consistent with scheduled deployment or CONUS employment date and projected time-phased work load. Unmanned units shall be included in the force structure only if equipment for these units is on hand; these units can be equipped with commercially available, off-the-shelf items before scheduled deployment and employment or if appropriate procurement of equipment for these units has been programmed.

d. Scheduled deployment or CONUS employment dates of units consistent with programmed or, when appropriate, actual lift capability and equipment pre-positioning.

#### e. Force structure manning reduced to reflect:

(1) Losses of major combat equipment for which war reserve stocks are not available, such as ships, aircraft, or armored vehicles.

(2) Periods of extended equipment nonavailability, such as ship battle-damage repair.

(3) Units whose sole wartime mission is mobilization and deployment, inactivated when that mission is completed.

(4) Immediate inactivation of units with no wartime mission after M-Day.

(5) Work load projected to diminish at any point after mobilization.

#### f. Projected work load and manpower demands for force units that reflect:

(1) Wartime activity-level assumptions consistent with the programmed or actual availability of equipment, spares, and munitions inventories in the theater of operation.

(2) Nonreplaceable losses of major combat equipment.

(3) Immediate termination or deferral of all activities not considered essential to the war effort by the Military Services.

(4) Reliance on host nation support as prudently feasible.

(5) Reliance on prearranged contractor services, as feasible,

(6) Continuation of services provided overseas by DoD contractors and civilian employees occupying E-E positions.

g. Projected work load and manpower demands for training units shall reflect:

(1) Training rates consistent with the programmed or actual time-phased force structure manpower demand.

(2) Immediate cessation of training providing only a marginal contribution to combat capability or force sustainment.

(3) Required initial training, refresher training, and retraining up to seven days a week.

(4) Programmed or actual training base capacities.

h. Projected work load and manpower demands for medical care and aeromedical evacuation units shall reflect:

(1) Projected casualty rates consistent with the applicable scenario and the programmed or actual time-phased force structure manpower.

(2) A theater evacuation policy obtainable with the programmed or actual theater medical support capability.

(3) The transfer of nonemergency medical care for all nonactive duty military personnel and dependents to the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) except at remote locations and at overseas locations not in a theater of operation.

(4) The acute, convalescent, and reconditioning care resources that the Veterans Administration and private sector participants in the National Disaster Medical System (NDMS) have agreed to make available to the Department of Defense.

(5) Realism and consistency in medical requirements calculations. Work load-related manpower demand for medical personnel shall be determined directly through the use of the Medical Planning Module (MPM) subsystem of the Joint Operation Planning System (JOPS) III for those personnel categories and operations zones for which data bases have been developed. Until the MPM data bases encompass additional personnel categories and operations zones, all other manpower demand shall be determined through the use of the work load-based methodology described in the "DoD Wartime Medical Posture Study" (reference (k)) as developed by each Military Service. Each Service is responsible for developing and maintaining its own diagnostic frequency distribution data base for use with the MPM.

(6) Reassignment of military medical personnel in excess of the materiel or facility capabilities of one Military Department to the medical facilities of another Military Department, as practicable.

(7) Transfer of patients unable to be accommodated in their own Military Department medical facilities to the medical facilities of another Military Department, when available.

i. Force structure manning demand shall be consistent with the leave and work-week planning assumptions in enclosure 5.

j. Force structure demand shall be designated as either military or civilian according to the following personnel utilization criteria:

(1) All wartime jobs in the theater of operation shall be designated as military jobs unless:

(a) The respective host nation provides qualified local nationals to do the jobs.

(b) The jobs are occupied by civilians in peacetime, continuity by the incumbents is essential to the war effort, and the incumbents have agreed to remain in the theater, under the provisions of DoD Directive 1404.10" (reference (1)).

(c) Essential civilian employees are retained in or relocated to a theater of operation in a volunteer status or as a requirement of their jobs under the provisions of reference (1).

(2) Upon mobilization, all support establishment positions in the United States, its territories and possessions, shall be designated as civilian unless:

(a) Military incumbency is required by law.

(b) Possessing military-unique skills or experience is essential for successful performance of assigned support duties.

(c) Military authority or discipline is required.

(d) No qualified civilians are available.

k. Additional personnel shall be added according to the ability of the unit to receive, assign, and absorb them under the unit's mobilization, training, and deployment or employment schedule.

2. Nonstructure manpower demand calculations shall include the following:

a. Replacement demand of the programmed or actual force structure, consistent with subparagraphs A.1.f. (1) through (6), above.

b. Trainee and student strengths based on subparagraphs A.1.g. (1) through (4), above.

c. Patient strengths based on subparagraphs A.1.h. (1) through (7), above.

d. Transient strengths based on the PCS moves and delay en route provisions in enclosure 5.

e. Replacement demand for a specific time period, i.e., a net of gross casualties less patients returned to duty during that time period.

f. Training output for a specific time period, counted as wartime trained manpower supply.

## B. CIVILIAN MANPOWER DEMAND DETERMINATION

1. Projected work load and civilian manpower demands shall reflect:

a. The immediate activation of activities that have wartime missions.

b. The inactivation of support activities whose mission is completed once military forces are mobilized or deployed.

c. The immediate inactivation of activities with no wartime mission.

d. Wartime activity level assumptions consistent with the programmed equipment, spares, and munitions inventories.

e. Immediate termination or deferral of all activities not considered essential to the war effort by the Military Services.

f. Reliance on host nation support as prudently feasible.

g. Reliance on prearranged contractor services as feasible.

h. Continuation of essential services provided overseas by DoD contractors and civilian employees.

i. Training rates for military personnel consistent with the programmed or actual time-phased force structure manpower demand and training base capacities.

j. Medical care use of CHAMPUS, NDMS and of the MPM in accordance with paragraphs A.1.h. (1) through (7) above.

k. Leave and work-week planning assumptions in enclosure 5.

l. Designation of positions as military or civilian according to the personnel utilization criteria contained in subparagraphs A.1.j. (1) and (2), above.

m. Projected work load and resulting manpower demand for medical care and aeromedical evacuation units in accordance with subparagraphs A.1.h. (1) through (7), above.

C. MILITARY MANPOWER SUPPLY PLANNING

1. All military manpower that must be available for duty not later than M+1 day shall be programmed in and assigned to the active force, Selected Reserve units, or the Individual Mobilization Augmentee Program.

2. All active duty and Selected Reserve personnel with skills not needed in wartime shall be reassigned to meet wartime demand in secondary skills or retrained in time to meet mobilization or deployment requirements.

3. Military personnel occupying CONUS-support establishment jobs that must be performed in wartime may be replaced by civilian personnel or recalled military retirees, consistent with the stabilization of key mobilization positions. Replaced military personnel may be transferred to deploying units or made available as replacements.

4. Continuous review shall be made of missions and capabilities for the effective wartime utilization on active duty of minimally disabled or over-age personnel with current or prior military service, including the study of assignments which directly support state defense forces, civil defense, or other aspects of the internal defense of the United States and its possessions.

5. The Military Services shall develop manpower mobilization plans and shall program the necessary resources to satisfy their time-phased pretrained individual military manpower inventory objectives using IRR, ING, active duty retirees, the Standby Reserves and Retired Reserve. In doing this, the Military Services shall:

a. Carry out exercises and data management programs in peacetime, enabling the estimation of mobilization manpower yields from the IRR and Standby Reserve Pools. Management improvement programs will be in place to increase these yields, when practicable.

b. Identify facilities that contain, or will contain, units with wartime military positions that can be filled by military retirees and preassign military retirees to those facilities.

c. Identify units with wartime military augmentation and filler positions', other than subsection C.5.b. above. Fill these positions by the most time-efficient means, e.g. , preassign IRR and ING to facilities from which these units are to deploy or be employed. Exhaust the IRR and ING to fill all time-phased objectives except those positions predesignated to be filled by retired military personnel.

6. The Military Services shall preassign pretrained individual service members as required to satisfy the demand by skill. In addition to the existing IRR and ING peacetime training programs, IRR, ING, and active duty retired military personnel required to meet time-phased objectives between M+1 and M+30 days shall receive peacetime refresher training as necessary. IRR and ING required prior to M+11 days shall also be preassigned.

7. Upon mobilization, all screening of the Ready Reserve ceases and Ready Reservists are immediately available for recall.



8. Upon mobilization, Ready Reservists and preassigned military retirees may not be deferred or exempted from recall because of civilian occupations except those previously designated as key employees during peacetime screening as prescribed by current directives.

D. CIVILIAN MANPOWER SUPPLY PLANNING

1. DoD Components shall develop and institute manpower mobilization plans and shall program the resources necessary to satisfy the time-phased civilian employee demands by geographic location and occupational area. This planning and programming shall conform to DoD Directive 3005.6 (reference (m)) and the following:

a. Identify all civilian employees of DoD Components who are members of the Ready Reserve or the Standby Reserve or are military retirees scheduled for recall. Manpower mobilization plans shall assume that none of these personnel are available as civilian employees after M-Day.

b. National Defense Executive Reserve units shall be established, as appropriate, under DoD Directive 1100.6 (reference (n)).

c. Civilians employed by DoD Components, whose peacetime services are not needed during wartime, shall be reassigned to more critical jobs and relocated if necessary.

d.. All civilian employees not needed by one DoD Component may be detailed, reassigned, or relocated, to satisfy the critical work load of another DoD Component.

e. Civilian mobilization manpower needs not accommodated by detailing or reassigning civilian employees from other functions and activities within M+15 days shall be filled by any appropriate appointment authority.

f. Components shall plan how they will recruit the additional civilian employees needed. This should include using the national network of local employment offices established by the United States Employment Service and operated by the states, local offices of the Office of Personnel Management (OPM), and the information provided regularly by the Defense Manpower Data Center.

2. DoD Component manpower mobilization planning shall provide for continuity of essential services during a crisis or conflict. Specifically:

a. In accordance with DoD Directive 1404.10 (reference (1)), all U.S. citizen civilian employees stationed overseas who must remain in the theater of operation during a crisis or wartime to provide continuity of operations or essential services shall be identified. These employees shall be obligated as a requirement of employment to remain on the job during periods of crisis or war.

b. All services provided overseas by DoD contractors that must continue during a crisis shall be determined. Contracts shall obligate contractors to ensure the continuity of essential services during a crisis.

c. All civilian manpower services required overseas that can be filled by local nationals shall be determined. Host nation support agreements assuring the availability of these people and their exemption from military service shall be negotiated, as part of mobilization planning.

## MOBILIZATION MANPOWER PLANNING ASSUMPTIONS

The following shall be used as assumptions for manpower mobilization planning and resource programming. These shall not be construed to represent or prejudge the actual U.S. response to any particular future crisis.

A. For a worldwide multitheater conflict, assume that:

1. Congress will declare a national emergency. The Department of Defense will implement a full military mobilization. The possible need for implementing a total mobilization will then be considered by the Department of Defense.
2. On M-Day, Congress will authorize Selective Service to resume induction.
3. On M-Day, all terms of service (definite and indefinite) will be extended for the duration of the conflict plus 6 months.
4. On M-Day, all reserve component units and personnel will be mobilized. Ready Reserve, active duty retirees, Standby Reserve, and Retired Reserve will be recalled as required.
5. On M-Day, personnel in the Delayed Entry Program (DEP) will be called up for training. The Secretaries of the Military Departments may authorize a delay in the call-up of DEP personnel under 18 years of age or still in high school.
6. Selected Reserve personnel awaiting initial active duty for training will be mobilized with their units and sent to training. Delay provisions in subsection A.5., above, apply.
7. Beginning on M-Day, all permanent change of station (PCS) moves will be solely for the convenience of the Government.
8. Beginning on M-Day, delay en route time will be:
  - a. In addition to expected transit time, one day of delay en route for patients returning to duty from in-theater medical facilities located in the communications zone.
  - b. In addition to expected transit time, one day of delay en route for all replacements at both embarkation and debarkation points.
9. On M-Day, all members of National Defense Executive Reserve units will be notified when to report for work.
10. On M-Day, personnel strength ceilings imposed by law or the Office of Management and Budget (OMB) shall be waived.
11. On M-Day, civilian employee emergency hiring and management authorities delegated to the DoD Components will be activated. Regulatory restrictions such as time in grade requirements will be waived.

12. On M-Day, all local employment offices established by the U.S. Employment Service will be notified to give priority to recruiting workers for defense installations.

13. Beginning on M-Day, civilian employees who are eligible for retirement will be encouraged to remain on duty for the duration of the conflict.

14. Beginning on M-Day, manpower made available by work-load termination and deferral or by unit inactivation will be reallocated to higher priority tasks.

15. The work week per shift for civilian personnel located at activities not in hostile fire areas will be 60 hours through M+30 days; thereafter, the work week per shift will be 48 hours.

B. For a contingency of lesser magnitude than that covered above, e.g. a single theater conflict, but still involving the commitment of a substantial portion of the available military forces, assume that:

1. Congress will declare a national emergency. The Department of Defense will implement a partial mobilization. This mobilization may be incremental, rather than instantaneous. The possible need for implementing a full mobilization will then be considered by the Department of Defense.

2. The decision to reinstitute Selective Service induction will be made on or after M-Day, as required.

3. Scheduled separations for active duty and Ready Reserve personnel will be deferred for the duration of the emergency.

4. Requests for nondisability military retirement will be deferred for the duration of the emergency.

5. Selected Reserve units and individuals will be mobilized as required to deploy to the single theater of operation or replace active component units deployed in support of the emergency or to expand the CONUS base.

6. Individual reservists and military retirees will be recalled as required to bring active component and mobilized reserve component units to wartime warning levels and to ensure replacements for forces deployed to the emergency and to expand the CONUS base.

7. DEP personnel may be called up for training at the discretion of the Secretaries of the Military Departments on or after M-Day. The Secretaries may authorize a delay in the call-up of DEP personnel under 18 years of age or still in high school.

8. Selected reserve component personnel awaiting initial active duty for training will be mobilized with their units and then sent to training. Delay provisions in subsection B.7. above, apply.

9. PCS moves and delays en route will be in accordance with subsections A.7. and 8., above.

10. CONUS support establishment jobs will be in accordance with enclosure 4, subsection C.3.

11. Members of National Defense Executive Reserve units will be called up as required.

12. Civilian manpower mobilization planning assumptions contained in subsections A.10. through A.15., will apply as required.

c. For a contingency involving the commitment of substantially fewer forces than that covered in section B., above, assume that:

1. The President may declare a national emergency and implement such mobilization actions as those described below.

2. Selective Service classification and examination of potential inductees may be reinstituted.

3. Scheduled separations for active duty and recalled Ready Reserve personnel will be deferred for the duration of the contingency.

4. Requests for nondisability retirement by active duty and reserve personnel will be deferred for the duration of the contingency.

5. Augmentation of the Selective Service System and the Military Enlistment Processing Stations will immediately follow initial U.S. response to the contingency if classification and examination are resumed.

6. The Presidential Selected Reserve call-up authority will be used as required to augment active component forces. Involuntary recall of military retirees and voluntary recall of IRRs, INGs, or retired reserve component military personnel, or both, will be at the discretion of the Secretaries of the Military Departments.

7. Voluntary call-up of DEP personnel or reserve component personnel awaiting initial active duty for training will be at the discretion of the Secretaries of the Military Departments.

8. All PCS moves will be solely for the convenience of the Government, to provide priority ☐arming for the theater of operation and deploying units. This policy applies from the day a deployment (contingency) operation commences.

9. Delay en route provisions in subsection A.8., above, apply.

10. Personnel strength ceilings imposed by law or OMB will be waived, if required, beginning the day a deployment (contingency) operation commences.

11. If a national emergency is declared, civilian manpower mobilization planning assumptions contained in subsection A.10. through A.15. will apply as required.